

Contents:

3	1. About this Guide
4	2. Introduction to Community Emergency Hubs (CEH)
7	3. Establishing the Hub Team
8	Team roles and responsibilities
9	Individual Role Cards for the Hub team
9	○ Hub Supervisor – role description
12	○ Reception Supervisor – role description
13	○ Information Coordinator (Internal Communications) – role description
17	○ Public Information Coordinator (External Communications) – role description
20	○ Needs and Offers Coordinator – role description
23	○ Community Space Coordinator – role description
25	○ Radio Operator and EOC Liaison – role description
27	○ Facility Maintenance – role description
28	4. Setting up the Emergency Hub
28	○ Overview
28	○ Appoint Hub Supervisor
28	○ Bringing everyone together
29	○ Ensure there is clarity about roles and the function of the hub
29	○ Guidance on when to open the hub
29	○ Setting up the Hub
30	○ Layout for the Hub
31	○ Checklist for opening the Hub
34	5. Opening the Emergency Hub
37	6. Managing a Community Emergency Hub
37	○ Ideas and solutions for the challenges you will face
37	○ Life Threatening Situations
37	○ Local Resources and Local Vulnerabilities
37	○ Checking on people and damage
38	○ Medical assistance
39	○ Shelter
40	○ Water
40	○ Food
41	○ Sanitation
42	Appendix A - CIMS Organisational Chart
43	Appendix B - Roles of other agencies in an emergency
44	Appendix C – Recovery and Resilience

1. About this Guide

This guide provides information to help you set up and run the Community Emergency Hub. An important aspect to keep in mind is the collective strength and effectiveness of the Hub team is much more important than the qualities of the building in which you set up the hub.

The purpose of this guide to:

1. Provide an overview of what a Community Emergency Hub (CEH) is; and how it operates
2. Provide guidance on the formation of a Hub team; and the respective roles and responsibilities of the Hub team. As mentioned earlier, the strength and collective skills of the Hub team is far more important than the building in which the Hub is situated.
3. Provide guidance on the preparation work that is required to establish a Community Emergency Hub.
4. Provide guidance on the set-up of a Community Emergency Hub, including a suggested layout and floor-plan.
5. Provide a check-list of equipment and other resources required to set up a Community Emergency Hub.
6. Provide guidance on the process for activating a Community Emergency Hub, including safety protocols that need to be considered before opening a Hub.
7. Provide advice on the roles of other agencies in an emergency, the structure and roles of a local Emergency Operations Centre (which will be established by your local Council/Territorial Authority); and some general advice on self-care and resiliency following an emergency. Information in respect of those three subjects can all be found in the appendices at the back of this guide.







The frameworks and models used in this guide align with the New Zealand Coordinated Incident Management Systems (CIMS), which is used by all emergency services and agencies in New Zealand. (An overview of the CIMS model can be found in Appendix 1, page 42).

It is important to remember that people working at the Hub have **no legal powers** to demand resources from anyone, or force anyone to do anything.

Finally, research has shown that there are a number of common factors to an effective community-based response to an emergency:

- ✓ The initiative, collaboration and problem-solving skills of the people involved
- ✓ Trust - pre-established relationships between the people involved; and local leaders and social networks
- ✓ Local knowledge of the community, including people, locations of potential resources and access to support systems
- ✓ Communication
- ✓ Leveraging off the combined knowledge, experience and expertise of the people in the community

Guide to symbols used in this guide

	Repeat these actions after every change in situation (such as an earthquake after-shock)
	Important information
	Useful advice or information.
	Messages for the public
	Things to check off as you complete them
	Considerations for people with disabilities

2. Introduction to Community Emergency Hubs

2.1 Immediate Priorities in an Emergency

If you are directly affected by an emergency event, your immediate priorities are to:

1. Solve problems at home first. Do what you can to make you and your household safe.
2. Reach out to your neighbours. It is likely that you will be able to help one another with the challenges you are facing.
3. Once you have made your own home safe and checked on your immediate neighbours – begin contacting people in your wider neighborhood.

2.2 How should local communities respond to emergencies?

In a major emergency event, emergency services such as police, FENZ (Fire and Emergency NZ) and ambulance are likely to be overwhelmed and will not be able to respond to every issue immediately. Both emergency services and local council staff will have to prioritise calls for service. As a result, it is likely that in many situations the *'first responders'* to those needing help will be neighbors, friends and family. Everyone in a community will have to pitch in and help others.

So the first step in developing a plan for a community is establishing and building relationships within the community, the identifying the skills and abilities each person has and the type of support they can provide to others in the event of a disaster. There will be people in your neighbourhood and wider community who have the skills you need to help.

At the on-set of an emergency it is normal for people to feel over-whelmed by what is occurring. Confusion and chaos are the characteristics of an emergency. One of the keys to an effective response is being able to move past the initial shock of what has occurred, taking stock and then developing a simple plan for moving forward. *"Start where you are, use what you have, do what you can"* - is a great little phrase that sums up that approach.

"Start where you are, use what you have, do what you can."

2.3 Make your own household safe first

After a disaster, solve problems close to home first. Your first priority is to do what you can to make you and your household safe. Once you have done that, you should then check with your immediate neighbors to determine if they have immediate needs and/or need help.

If there are people in your neighbourhood who are able to help others – get them to check on people in your street and the surrounding streets to identify those that need help. Many problems can be solved at this level.

2.4 Community Emergency Hubs (CEH)

Community Emergency Hubs also play an important role in coordinating a community led response to the immediate problems they are facing in an emergency.

Community Emergency Hubs are a way for people to work together to solve problems with the resources they have at hand. They are places where people:

- Can meet, assist one another and coordinate their local response to the emergency
- Can find information about how to help one another and stay safe. The Hub should also provide people with information about what is happening and how the response is being managed.
- Can solve problems using the resources available in your neighborhood or community.

An important part of planning your local Hub is to identify a number of buildings that could be used to set up a CEH. If one site becomes unsuitable for any reason, you can move to another venue.

Your planning should also allow for the likelihood of people in your community self-organising and setting up *ad hoc* arrangements that will probably have a very similar purpose to the Community Emergency Hub. You should endeavor to work collaboratively with those groups in order to ensure that the response effort is coordinated. After an emergency resources are often scarce – making it even more important to ensure that tasks and requests for service are prioritised and duplication of effort minimised.

If you find that during an emergency there are urgent or important needs that your community is unable to provide for itself, you should contact the Council Emergency Operations Centre (EOC) and discuss your needs with the Welfare team at the EOC. They may be able to get help from a community near you or from another agency working with the EOC team.

2.5 Managing Emergencies and Risks

1. Life-threatening situations

- **Help if you can, but do not put yourself in unnecessary danger to save someone else. You don't want to become a casualty too.**
- **Contact the emergency services by calling 111 in all life-threatening situations.** Sometimes all you can do is keep other people from being harmed. Let people know that there is a hazard, and keep other people away from the hazard if you are able. This may include helping people evacuate an area.
- Report back to the Community Emergency Hub:
 - What the problem is.
 - What you have done.
 - What still needs to be done, if anything.



Information about life-threatening situations should be immediately reported to emergency services. Dial 111

2.6 Managing Confidential Information and the Media

In an emergency it is likely that people working in a Community Emergency Hub will become aware of personal information – including information of a sensitive nature. It is important everyone working in the Community Emergency Hub understands the importance of keeping protecting people's privacy and keeping information confidential.

No one working in a Community Emergency Hub should disclose

- i. Personal information (people's names, addresses, etc.)
- ii. Any private or confidential information
- iii. Details of any deaths or injuries

- iv. Addresses of evacuated homes

The safest course is to refer all media enquiries to the Public Information Manager at the local EOC (Emergency Operating Centre) without making any other comment.

3. Establishing the Hub team

3.1 Establishing the Hub team

The most important aspect of an emergency response is the competence, cohesion and commitment of the team. That is true for both a team of emergency management professionals working in an Emergency Operations Centre; or a group of community volunteers working in a Community Emergency Hub. Similarly, establishing a relationship of trust between team members is another proven key ingredient to the success of any team endeavor.

Consequently, one of the most important aspects of developing an effective emergency response plan for a community is the building and developing the team that will form the core of Community Emergency Hub team. At the heart of an effective team is trust; and trust is developed through building relationships.

When the responders to an emergency are operating as a cohesive team the outcomes are always better. Here a few reasons why:

1. Teamwork enables better problem solving. Albert Einstein gets all the credit for discovering the theory of relativity, but the truth is that he relied on conversations with friends and colleagues to refine his concept. And that's almost always the case. Scientific research reinforces the idea that many brains are better than one. Numerous studies have consistently shown that small groups of three, four or five people outperform the best individuals. The collective knowledge, experience, perspective and insights of a group of people who are willing to work together enables them to more correctly interpret information, reject erroneous options and generate and adopt correct responses; at a level superior to that of individuals.

2. Teamwork unlocks potential for innovation and problem solving. Research shows that some of the most innovative ideas happen at "the intersection" where ideas from different perspectives and cultures collide. Some people think that the best results are achieved by surrounding yourself with others that think like you, however numerous studies have shown that the best outcomes are usually achieved through the consideration of different experiences, opinions and perspectives. Research conducted by the international consulting firm McKinsey & Company found that teams made up of members from diverse backgrounds (gender, age, ethnicity, etc.) are more creative and perform better by up to 35% compared to more homogeneous teams. The increased performance could be attributed to the benefit of diverse perspectives leading to an exponential increase in ideas and options for solutions.

3. Teamwork makes for a more satisfying 'team' experience. When people are part of a team that is characterised by trust, mutual respect, and personal openness – they are 80% more likely to work effectively and feel positive about the job they are doing.

4. Teamwork lowers the risk of burnout. A study conducted by Gallup found that people who are part of an effective team where workload is shared and people are supported by their peers are far less likely to burnout than those who do not have that support.

5. Teamwork reduces the risk of making mistakes. Good teamwork not only reduces the risk of burnout, but also reduces the risk of making poor decisions and other mistakes. When a team has good energy, encourages one another and enjoys high levels of trust you will feel less stressed. You will also be more likely to seek feedback and input from others when making important decisions. Conversely, studies also show that stress is often the cause of people making unwise decisions and/or mistakes.

3.2 Team roles and responsibilities

There are eight core roles in a Community Emergency Hub. However, you can establish a Hub with just four people – although you should work on building up to a full team as soon as possible.

The four critical roles that need to be filled in order to open a Hub are:

	Hub Supervisor
	Reception Supervisor
	Information Coordinator (internal focus)
	Public Information coordinator (external focus)

Once the above four roles are filled, you should aim to strengthen the team as soon as possible by appointing people to the following roles:

	Needs and Offers coordinator
	Community Space coordinator
	Radio Operator and EOC liaison
	Facility Maintenance

Ideally you will have established a team **before** an emergency event that has one or more people that can fill each of the roles above. However, the very nature of an emergency means that for a variety of reasons not all of your team members will be able to get to the Emergency Hub. When that occurs, the core team members need to work together to identify other people who can step in to the vacant roles, Most of the jobs in an Emergency Hub can be performed any adult with common sense and a willingness to work as part of a team. The role cards” – which we will discuss shortly – provide clear, concise instructions on the responsibilities and key tasks of each role and provide a very useful guide for both experienced team members and novices.

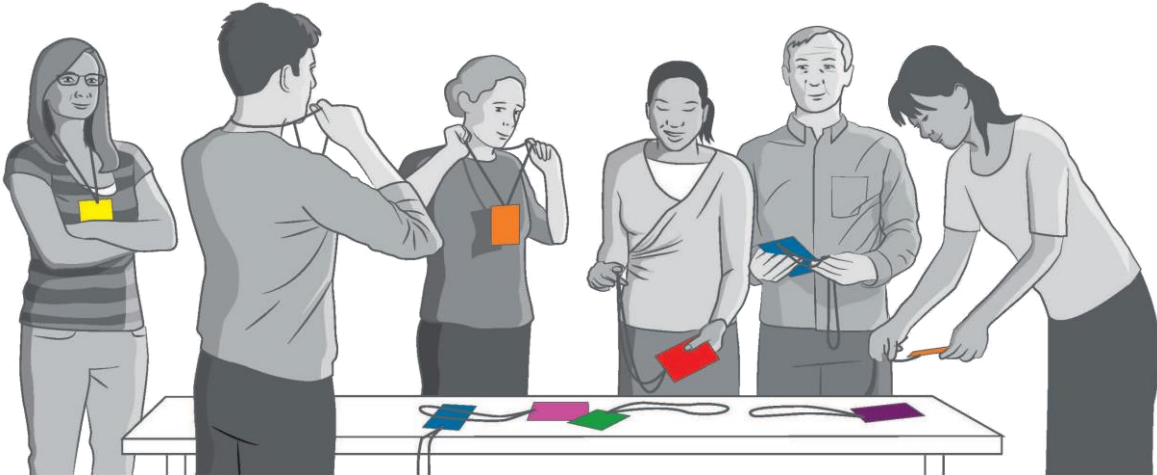
If you only have four people when you open the Hub, we suggest **pairing** the core roles in the following manner:

	Hub Supervisor also takes responsibility for <i>Facility Maintenance</i>
	Reception Supervisor also takes responsibility for <i>Needs and Offers</i>
	Information Coordinator (internal focus) also takes responsibility for <i>Radio operator and EOC liaison</i>
	Public Information coordinator (external focus) also takes responsibility for <i>Community Space</i>

3.3 Role Cards

Role Cards have the position titles on the front to clearly communicate to others the role that person is performing – for example, *Hub Supervisor*. On the reverse side of the role card there is a list of key responsibilities and tasks, which serves as a useful reminder for the person perform the role.

Role cards and lanyards should be kept in the Community Emergency Hub kit.



An overview of the responsibilities and key tasks for each of the 8 roles in a Community Emergency Hub team follow.

Hub Supervisor

Key Skills: Effective leader with good people management skills.

The Hub Supervisor oversees all activities in the Community Emergency Hub to ensure the Hub runs safely, smoothly and efficiently; and to ensure the objectives of the Hub are met.

Hub supervisors must engage in *collaborative leadership*. This means:


- Being authentic and leading through relationships and by influence
- Being energetic, optimistic and a good listener
- Building a cohesive team focused on accomplishing a shared purpose
- Sharing control and trusting your team to do their job
- Recognising that 'not one of us is as great as all of us'

The objectives of a Community Emergency Hub are:

- Provide information to the public so that the community knows how to help each other and stay safe.
- Understand what is happening by gathering information ('situational awareness').
- Solve problems using the resources and skills available in the community.
- Provide a safe gathering place for members of the community to support one another.

This includes making sure all the jobs are being done, that basic needs are addressed, and significant decisions are discussed and agreed with the wider team. The Hub Supervisor may need

extra help to achieve these objectives, depending on the size and duration of the emergency, so may need to allocate extra people to help oversee the running of the Hub.

<h2 style="text-align: center;">Hub Supervisor</h2> <p style="text-align: center;">I am responsible for:</p> <ul style="list-style-type: none">▪ Leading and managing this Community Emergency Hub▪ Ensuring the Hub runs smoothly▪ Making sure the basic needs of all the volunteers working in this Hub are met  <th data-bbox="804 293 1278 969"><h2 style="text-align: center;">Responsibilities of Hub Supervisor</h2><p><i>Your top 4 priorities are to spend most of your time walking round the Hub doing the following things:</i></p><ol style="list-style-type: none">1. Making sure that everyone has a clear understanding of the purpose of the Hub2. Making sure that everyone is focused on the things that will make the Hub run well3. Making sure that people have the support and resources they need to do their job4. Encouraging the Hub team in their work and giving people hope.<p>Additional responsibilities:</p><ul style="list-style-type: none">▪ Regular team meetings – these are essential for effective communication and encouraging team-work▪ Keep a record of all major decisions▪ Regularly check in with the Welfare Manager at the local EOC</th>	<h2 style="text-align: center;">Responsibilities of Hub Supervisor</h2> <p><i>Your top 4 priorities are to spend most of your time walking round the Hub doing the following things:</i></p> <ol style="list-style-type: none">1. Making sure that everyone has a clear understanding of the purpose of the Hub2. Making sure that everyone is focused on the things that will make the Hub run well3. Making sure that people have the support and resources they need to do their job4. Encouraging the Hub team in their work and giving people hope. <p>Additional responsibilities:</p> <ul style="list-style-type: none">▪ Regular team meetings – these are essential for effective communication and encouraging team-work▪ Keep a record of all major decisions▪ Regularly check in with the Welfare Manager at the local EOC
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Tasks:

Oversee the running of the Community Emergency Hub. This aspect has four core elements:

- Make sure that everyone has a clear understanding of the purpose of the Hub.
- Second, make sure that everyone is focused on the things that will make the Hub run well
- Third, make sure that people have the support and resources they need to do their job
- Fourth – encourage your team and give people hope.
- You should spend most of your time walking around the Hub doing the above four things. Regularly ‘check-in’ with each team member to assess whether they need more support and to ensure that everyone is working as a team.

Organise regular team meetings

- Good communication and maintaining ‘situational awareness’ are critical to an effective emergency response. That is why regular meetings are important. They help ensure everyone knows what is going on; and who is doing what. Meetings also provide a great opportunity to build team spirit.
- Have frequent team meetings – but keep them short and snappy.

Keep records of all major decisions that are made

- Others may need your records to understand what has happened and what has been done.
- Notes are very helpful when conducting a ‘hand-over’ briefing to the next shift.

Make sure everyone has what they need to do their job

- Guide people so they help each other. For example, if someone is asking for more tables and chairs – direct them to the *Facility Maintenance* person. If they need more people to help with a task – direct them to the “Needs and Offers” coordinator.

Task one of the team members to create a roster for people working in the Hub

- Consider the daily opening hours, the length of time it will be open and make a roster. Ensure no one works for too long and everyone has opportunities to take breaks and rest.

Make sure everyone takes regular and adequate breaks and are fed and hydrated


- If people don't look after their own needs they are more likely to suffer stress. If someone is finding the work stressful or looks stressed, consider changing roles, suggesting they take a break – or perhaps even send them home.

Close the Hub overnight when appropriate


- Make sure all equipment is locked up securely.
- Use signage to say that the Hub is closed and when it will reopen.
- Advise the Emergency Operations Hub (EOC) that the Hub has closed for the night and when it will reopen.


Close the Hub when the community no longer needs it

- Use signage to tell the community that the Hub will no longer open, and provide information on where they can go to find assistance, e.g. a council-run facility.
- Advise the Emergency Operations Hub (EOC) you are shutting down the Hub.
- Clean up all areas. Return any moved furniture and equipment.
- Collect together all of the records for the event and leave them in the Hub container for collection. The Emergency Operations Centre (EOC) may need them for analysis.

	<p>One in five New Zealanders are affected by either a physical or mental impairment. These include hearing, vision, physical, mobility or cognitive impairments.</p> <ul style="list-style-type: none">□ Ensure that the Hub caters for these different needs and the Hub is easy to get around for those with mobility challenges.□ Consider needs of people who are physically or mental impaired when designing and placing public information messages and signage.
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Legal Considerations

	<p>Neither the Hub supervisor, nor any other member of the Hub team have any special powers in an emergency. However, designated Regional and Local Civil Defence Controllers do have special emergency powers when a <i>State of Emergency</i> is declared. Those powers include directing that roads be closed, places be evacuated, barriers removed and the requisition of buildings, equipment and other resources. When exercising those powers a Controller may direct people, including community volunteers, to under-take particular tasks to help the community. As a result, staff at the Community Emergency Hub may be given an instruction by a Controller to take some form of action. If that does occur, make sure you keep a record of any such instruction – including the time and date the instruction was given; the name of the</p>
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	Controller who issued that instruction and the actions taken by the Hub team in response to that direction.
	If you come across any information that could affect the community, the running of the Hub or the wider response to the emergency, pass it on to the Information Coordination Team at the Hub; and ensure they pass it on to the PIM team at the Council EOC.

Reception Supervisor

Key Skills: Good people and organisational skills

People coming to the Hub should be met on arrival by a friendly person who can direct them to the people who can best meet their needs.

The Reception team needs to be:

- Welcoming
- Able to explain role of the Hub, and
- Able to explain the services the Hub can and cannot provide.

The reception area needs to be located at the front entrance to the Hub. Make sure that the Reception team is clearly identifiable by lanyards, coloured vests, and/or name tags. People will be looking for some obvious sign of who is there to help.



Reception Supervisor

I am responsible for:

- **Creating a reception area at the front of the Centre**
- **Welcoming visitors**
- **Connecting people to those who can assist with their particular needs**
- **Making sure that all volunteers in the Centre are can be identified by their role card or name badge**



Responsibilities of Reception Supervisor

- Provide friendly welcome to people when they arrive at the centre.
- Be calm and confident. This will help put people at ease – some of whom will be upset, frustrated or even angry.
- Direct people to the person who can best meet their needs
- Be honest. Tell people if you don't know the answer – but also tell them you will find the answer.
- Keep the reception area clean, tidy and well organised.
- Ensure there is clear, visible signage for the reception area.
- Ensure all of the volunteers working in the reception are wearing name tags and/or a vest or badge that identifies them as a receptionist

Tasks:

1. Greet people as they come in the door, and direct them to the part of the Hub that can best deal with their needs.
2. Stay calm at all times – expect people to be upset, frustrated or even angry.
3. Be honest if you don't know the answer. Try to connect them with someone who might know.
4. Try and keep the Reception area tidy and clear of rubbish and debris.
5. Make sure that Community Emergency Hub signage remains easy to see.
6. Make sure that the Reception team is identifiable.



See guidelines for providing comfort in the Community Space section on [page 31](#).

Information Coordinator (internal focus)

Key Skills: Good communication skills and ability to process information

One of the main roles of the Information Coordinator is to help everyone else in the team develop and maintain 'situational awareness'. *Situational Awareness* is simply being aware of your surroundings and what is going on.

The Information Coordinator (and/or their team) coordinates all the information coming into the Hub.


They collect, display and arrange the information in such a way that it presents a clear picture of what is happening in the community. This information can then be used to inform decision making and prioritization of taskings.

You can't make good decisions if you don't have good information

The information team should be proactive in seeking out information and use all available sources. This would include:

- From people arriving at the Hub
- Other volunteers in the Hub
- Messages from the EOC
- News broadcasts
- Internet (Extra care needs to be taken when considering information from social media sites in particular – as that information is often inaccurate. Sometimes just plain wrong!)

Information displayed on a *Situation Board* should help build the overall picture. Some information will be appropriate for public display, some will not be.

Information Coordinator	
I am responsible for:	Responsibilities of Information Coordinator
<ul style="list-style-type: none"> ▪ Collecting, confirming and sharing information ▪ Providing everyone with a clear picture of what is happening in both the local community and the wider area ▪ Using information to help guide decisions about priorities <div style="text-align: right;">  </div>	<ul style="list-style-type: none"> ▪ Create and maintain a 'Situation Board' ▪ Display maps and other information of interest ▪ Determine information priorities - <i>What do we need to know?</i> ▪ Organise others to go out and find information in order to develop a clearer understanding of what is going on ▪ Develop a simple system to gather and record information that comes to hand ▪ Organise regular briefings to keep everyone on the team up to date ▪ Prepare Situation reports (SITREPS). These can be used to both brief both the local team and the Emergency Operations Centre

Tasks:

Create and maintain the Situation Board (see next page for example of a Situation Board)

1. Use resources from the Hub kit and other available sources (whiteboards, sheets of paper, pens, tape, etc.) to set up a 'Situation Board'.
2. Use big headings to organise the space.
3. Display the maps and factsheets from the Community Emergency Hub kit on the walls or a table.
4. Information for the board and maps should include:
 - Known hazards (e.g. slips, liquefaction areas, flooding, contamination or other at risk areas).
 - Status of lifelines (tap water, wastewater, storm water, power, gas, telecommunications, road and rail networks).
 - Latest weather reports (if available and relevant).
5. Clearly mark any information that has **not** been confirmed.

Write down the information you want to know

- There may be information that you don't have but which would be useful. Brainstorm what this information is and where you could find out.
- What information would help you know what's happening? For example, if a specific bridge is flooded or a road is open.
- Are there areas of the community you haven't heard from? If possible, try and check in on these areas. Even if they don't need help, they may not have known about the Hub and may be able to offer help.

Organise someone to collect information from people as they arrive

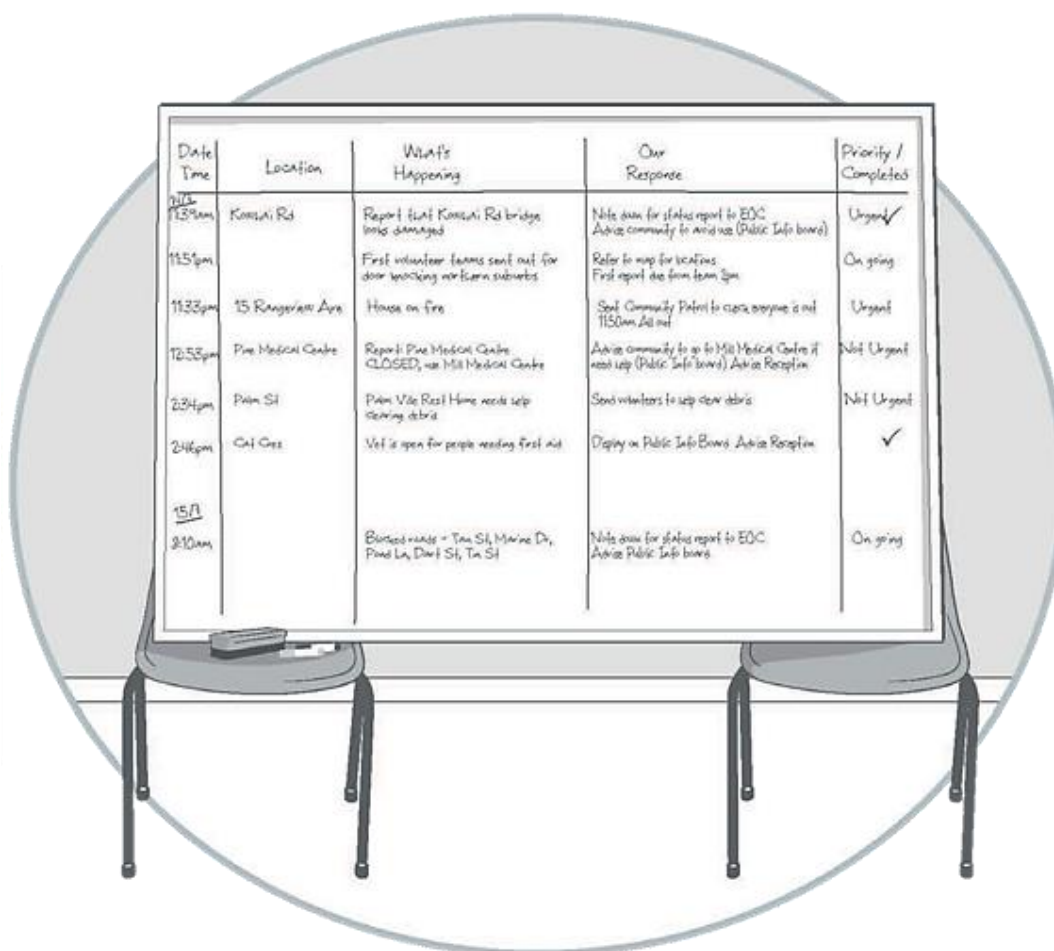
- When appropriate, ask new arrivals:
 - Where they have come from and what is happening in their area.
 - What they saw on the way to the Hub.

- This can be as simple as asking questions like “What street did you come from?” “What was going on there?” “Does anyone there need help?”



Example of a Situation Board

Situation Boards are a great tool for quickly recording information AND making it visible and available to everyone on the team. Every one of the hub team should be encouraged to regularly check the situation board in order to maintain good situational awareness).



Situation Board – suggested layout

Date and Time

When did you find out about it

Location

Where is this occurring? Includes some notes about the features of the location. *E.g. only 4 wheel drive access, next to a river, on steep hill*

What is happening

Brief summary of the situation

Our response	What has been done; or what is being planned; and who is in charge of planning and who is in charge of executing the plan
Priorities	In an emergency everything is going to seem important, but you have to prioritise. First priority should be given to situations where lives are at risk. <i>Clearly indicate when a task has been completed</i>

Finding more information

If you haven't been provided with enough information, you will need to send out people to find or confirm that information for you.

- What further assistance do you need? A group from the Hub can walk or drive around the community to find out what you need to know. Consider using already established groups to gather information such as:
 - Neighbourhood Support – who will already have networks established in a number of streets
 - Community Patrol
 - The local 4WD Club could be helpful in reaching areas with difficult access.
- Plan where these groups will be going and arrange a time that they will be due back. People should not go out by themselves. It is safer to go in a group.
- Use mobile phones or portable radios to remain in contact with the Hub (if possible). Liaise with the Communications Team so they know what teams have gone where, and how to stay in touch.

Situation Report (SITREP)

One of the tasks of the Information Coordinator is to write regular Situation Reports (SITREPS). Normally at least one to two SITREPS will be prepared in a day. These are to be sent to the Intelligence Manager at the local EOC. The SITREP is a way of keeping the Emergency Operations Centre (EOC) up to date about what is happening in your community.

The EOC Intelligence Manager will also be able to provide advice on how often a SITREP is required and the times that it should be submitted. However you should send an initial SITREP as soon as practicable to advise that you are open and provide an overview of the current situation. The SITREP should be read and signed off by the Hub Supervisor before it is sent to the EOC.

Particular things the EOC will want to know about include any casualties, status of power and water supply, condition of roads, buildings and other infrastructure. The EOC will be primarily interested in the challenges your community cannot deal with yourselves and extra assistance you need.

There is a separate information sheet in the Hub kit with contact details for the local EOC and an outline of the Community Situation Report.


Public Information coordinator (external focus)

Key Skills: Good communication and public relations skills.

Information and advice help community members understand what has happened and how they can look after themselves.

The Public Information Board is the main display of new and important information that the community can use.

Some people may only come to the Community Emergency Hub for information, so the Public Information Board should be visible, close to the entrance of the Hub, and be updated regularly.

<h3>Public Information Coordinator</h3> <p>I am responsible for:</p> <ul style="list-style-type: none">▪ Setting up noticeboards to display information to help people make informed decisions▪ Maintaining the notice boards and keeping them up to date 	<h3>Responsibilities of Public Information Coordinator</h3> <ul style="list-style-type: none">▪ Display important information and advice for the community▪ Work closely with the information coordinator to identify what information should be displayed▪ Maintain and update the noticeboard▪ Ensure information on the board is well organised and easy to read▪ Work with the EOC Public Information Team in respect of any media requests
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Examples of important information include:

- Known hazards (e.g. evacuation zones, liquefaction areas, slips, flooded or at risk areas, contaminated water).
- Latest weather reports as available.
- Status of tap water, wastewater (sewerage), stormwater, power, gas, telecommunications, transport networks including main and local roads, rail, etc.
- Key safety messages and advice (e.g. stay away from coastal areas or flood waters, boil water).

The Public Information person or team is responsible for maintaining the Public Information Board with relevant up-to-date information and advice. Make sure information has been confirmed as accurate.

Tasks:

Put up the Hub Signs. Put up the Hub signage (found in Hub kit) in the appropriate places around the Hub.

Work with the Information Coordination Team. Work with the Information Coordination Team to identify information that would be of interest to the public.

Position the Public Information Board somewhere clearly visible to people coming into the Hub, such as near the entrance

- The board should be out of the way enough that people reading it don't obstruct others.
- Make sure the Public Information Board is protected from rain and wind, and if possible out of direct sun.



Update the Public Information Board as new information becomes available from official updates and what is known to be happening in the community

- Mark each piece of information with the time and date so people know how old the information is.
- Write clearly to make sure it is easy to read. Use large print and a dark marker.
- If information isn't confirmed, either don't put it up, or clearly state that it hasn't been confirmed.



Make sure that all messages on the Public Information Board are in large font, clear and easy to read for those that may have vision difficulties.



If you come across any information that could affect the community, the running of the Hub, or the wider response to the emergency, pass it on to the Information Coordination Team.

Media

Work with any media that show up, as the media can be a useful resource for sharing information with the wider community. However, it is important to be careful not to disclose personal or confidential information.

Information you can share with the media includes:

- ✓ Anything they can see. (For example, the fact the Hub is open, weather conditions).
- ✓ General information (such as we are really busy, we are quiet, we have had lots of offers of community help).
- ✓ Public information you have received from the Emergency Operations Centre (EOC) that can be disclosed to the media.

DO NOT provide:


- × Personal information (people's names, addresses, etc.).
- × Any private or confidential information you have received.
- × Details of any deaths or injuries.
- × Addresses of evacuated homes.
- × Direct the media to the Hub Supervisor if you are unsure.

Needs and Offers Coordinator

Key Skills: Good organiser and problem solver

One of the objectives of the Hub is to solve problems using the resources and skills the community has available to meet people's needs. One way to do this is to coordinate offers of assistance with known needs.

There are some basic needs common to every disaster that will need to be addressed. **Preservation of life is the highest priority**, including rescue and medical attention to those who are injured, and checking on people to make sure they are safe. The other basic needs are shelter, water, food, and sanitation. You may also need to deal with the wellbeing of pets or livestock, and a variety other issues that may come up.

<h3>Needs and Offers Coordinator</h3> <p>I am responsible for:</p> <ul style="list-style-type: none">▪ Linking up needs and offers of assistance. Likewise, linking people who can provide help with those who need it.▪ Maintain a 'needs and offers' board so people can see where they can help. 	<h3>Responsibilities of Needs and Offers Coordinator</h3> <ul style="list-style-type: none">▪ Ensure all life-threatening needs are given an immediate response▪ Set up display boards for 'needs and offers'▪ All <i>needs and offers</i> posts should have<ul style="list-style-type: none">○ Date and time○ Clear description of what is needed○ Name and contact details▪ Be proactive in trying to match needs and offers▪ Remove requests from the board when they have been matched to an offer, or when assistance is no longer needed.
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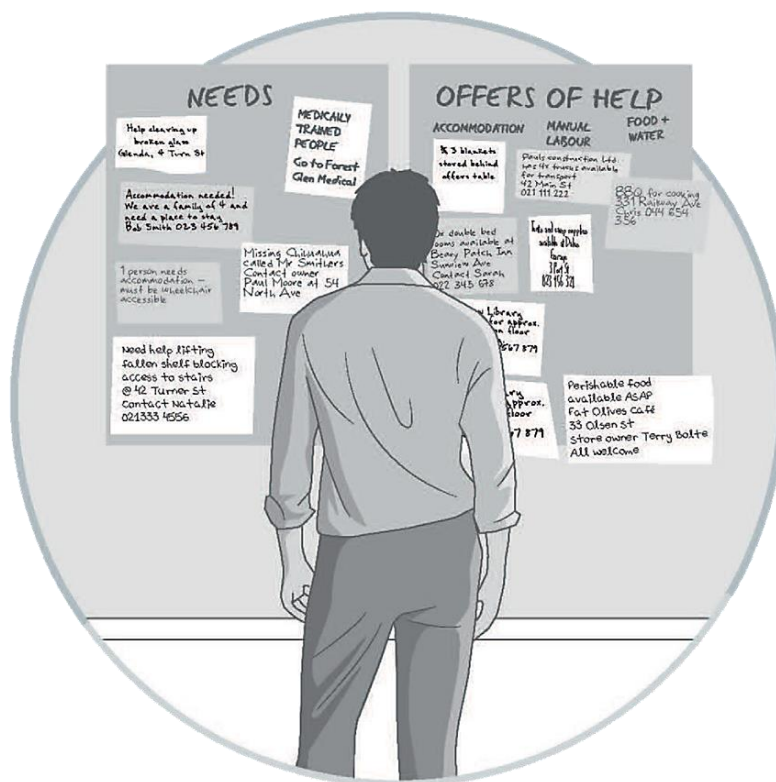
Some communities have already done some prior planning around these problems, as part of their local Community Response Planning process, and potential solutions and offers from key organisations are included in Section 5 - Your community's response. For those areas that haven't been through this process, that section includes questions, which may help you find local solutions.

The Needs and Offers Board

The *Needs and Offers Boards* are a tool for managing and tracking what the community needs, what offers of assistance have been made by individuals or organisations, and matching them up when a solution presents itself.

People in need of assistance go to the Needs Board and people who have a resource or skill go to the Offers Board. The people managing the boards match up the needs with the offers of assistance coming from the community. For example, people needing accommodation are matched with people offering spare rooms in their house.

Someone will need to manage these boards, and might need extra assistance depending on the scale and duration of the event.



Tasks:

Address all life-threatening needs immediately.

- Attempt to contact the emergency services by phoning 111.
- Make sure the Hub Supervisor is advised as soon as possible.
- Pass the information to the Emergency Operations Centre through the radio operator (who also has the role of EOC liaison).

Set up display boards for Needs and Offers.

- Set up display boards near the entrance to the Hub marked “Offers” and “Needs”. You may also need tables to make it easier to collect and write requests and offers.

Use notes to record and display community offers and requests for assistance.

Make sure people record:

- Date and time (especially if the offer or need expires – e.g. a place to stay until Monday).
- Name and contact details of the person or organisation posting the message, or where to find them.
- A clear description of what is needed or offered.

Match offers with requests for assistance.

- Check the new offers or requests for assistance to see whether you know of an existing need or offer that matches.

Display requests for assistance (Needs) or offers of assistance (Offers) on the boards.

- Group ‘Needs’ by themes such as ‘labour required’, ‘clean-up equipment’, ‘water-pump’.
- Likewise, group ‘Offers’ by themes such as equipment, manual labour, shelter, food, water, etc.

Keep the boards up to date.

- Remove requests when the 'need' has been matched with an 'offer'.
- Note how the problem was solved. The solution might be useful for another situation.
- Do not destroy completed notes, keep them for the Hub records.
- Remove 'offers' when they have been used up or are no longer available.

Significant Offers or Needs.

- In some cases offers may be large (e.g. from a supermarket) or be a critical resource or skill needed by many.
- Requests for assistance could also be large or life-threatening (e.g. people needing rescue). These requests (including for financial assistance, accommodation or medical treatment) should be forwarded to the Hub Supervisor to make sure the community response is coordinated and the EOC is consulted.



If you come across any information that could affect the community, the running of the Community Emergency Hub, or the wider response to the emergency, pass it on to the Information Coordination Team.

Community Space Coordinator

Key Skills: Empathy and good people skills

The *Community Space* is a dedicated place where people can seek company, wait for help or resources, or hang out until needed. People may want to be at the Hub for many reasons. People will be there because they have a specific need, can offer assistance, or are wanting information. Others may just want general support, comfort or company at a time of stress.

With all the excitement taking place during an emergency, the needs of people who are directly affected can sometimes be overlooked. Small things such as a smile and a friendly greeting go a long way in stressful situations.

Remember the 'Golden Rule' - treat people how you would want to be treated yourself.

Community Space Coordinator	Responsibilities of Community Space Coordinator
<p>I am responsible for:</p> <p>Creating a space where:</p> <ul style="list-style-type: none">▪ People can be around others for general support and company▪ People can wait for help, information or resources▪ Offer assistance – or wait prior to being given a task	<ul style="list-style-type: none">▪ Set up a community space▪ Help people find information or assistance at the centre▪ Assist - but do not attempt to counsel - people who are distressed▪ Provide refreshments, if possible▪ Keep a record of any important decisions made



Tasks:

Set up the Community Space

- Have the Community Space as near to the rest of the Hub as possible. Ideally it will be a quiet space in a separate room away from the information boards. This could include the corner of a large space such as a church hall or community Hub.
- Make sure that the space has seating and is accessible to people with mobility impairments.

Put up clear signage

- Put up clear signage so people can find their way to the Community Space.

Be visible so people know who to approach if they need information or assistance

- Wear the lanyard or use some other form of identification.

If anyone appears distressed, comfort them as you would a distressed friend, but avoid counselling them (don't try to talk them into being happier)

- A guide on providing comfort is on the next page.

Set out refreshments

- If refreshments are available, set them out and keep the area tidy so people can help themselves.

Keep a record

- Keep a record of any key actions or decisions you or your team makes.

Providing comfort

While working in the Hub your role is to provide kindness and comfort – **not** counselling. You can provide comfort to people by listening to them, giving them information about the situation and helping them with their practical needs. It is important to provide an environment where affected people can maintain their dignity while receiving assistance.


The following guidelines have been provided by the Ministry of Health.


When providing comfort, it is important that you:

- Help people feel in control of themselves by letting them make their own decisions.
- Help them recover their composure in their own way and in their own time. Often it is best to stay quietly with them until the emotion subsides.
- Listen respectfully to everything they say. Seek clarification if you are unsure of the meaning of what they are saying. Remember that people can become confused when under stress.
- Encourage them to think about who they might be able to get support from.
- Take note of what people need; they may not be able to express or ask for it. You may be able to find solutions from within the Hub.
- Don't take anything they say personally, think of it simply as an expression of how they are feeling.

When providing comfort, it is very important that you avoid some actions:

- Don't order people around or tell them to do things without explaining why.
- Don't tell them not to worry, or that *it could have been worse* or that others are worse off.
- Don't talk down or patronise them.
- Don't be distracted when they are talking to you.
- Don't try to talk them out of their feelings.
- Don't reassure them that everything will be all right, when it may not be.
- Don't react to their anger or other emotions personally.
- Don't separate them from other people they are with.
- Don't get sentimental or excited with them.
- Don't deny them privacy or independence when they need it.

	<p>The group of people in our community with impairments is wide and diverse. In fact, one in five people in New Zealand has some form of impairment. This could include a hearing, vision, physical, mobility or cognitive impairment.</p> <p>Ensure the community space caters for these different needs. Keep the community space inviting, well lit and easy to access.</p>
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	<p>If you come across any information that could affect the community, the running of the Community Emergency Hub, or the wider response to the emergency, pass it on to the Information Coordination Team.</p>
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Radio Operator and E.O.C. Liaison

Key Skills: Be able to speak clearly and record information quickly and neatly

The Radio Operator plays a key role in ensuring there is good communication between the Community Emergency Hub and the Emergency Operations Centre (EOC).

The radio and communications area needs to be set up in a quiet place, away from noise and distractions, but close enough to remain in constant contact with the rest of the Hub.

The radio operator:

- feeds information to the Emergency Operations Centre (EOC) and receives important information from the EOC to be relayed to the Community Emergency Hub and the public (e.g. important safety messages, road closures etc.).
- should monitor the Civil Defence VHF radio and communicate via the radio, or by phone and email if normal systems are still working.
- Should read every SITREP to help maintain 'situational awareness'. (SITREP's are prepared by the 'Information Coordinator').
- works with the other teams in the Community Hub to gather information for the EOC.

Radio Operator & E.O.C. Liaison	
<p>I am responsible for:</p> <ul style="list-style-type: none">▪ Establishing lines of communication with Rotorua Emergency Operations Centre (EOC) – if possible▪ Operating the radio telephone▪ Monitoring public broadcast radio▪ Sharing information with other team members 	<p>Responsibilities of Radio Operator & EOC Liaison</p> <ul style="list-style-type: none">▪ Set up a communications area▪ Set up the radio and any other methods of communication▪ Contact the Rotorua Emergency Operations Centre (EOC) and advise them the centre is open▪ Monitor all communication channels, including the public radio broadcast▪ Keep a record of all incoming and outgoing messages▪ Pass on information received to other members of the centre team▪ Maintain contact with others who are gathering information from other sources

Tasks:

Set up an area for communications

- Establish a quiet space/separate room to set up the communications area. This could be for phone communication if available, or VHF radio if the telecommunications network is down.
-

Contact the Emergency Operations Centre (EOC) via phone, text message, email or radio and tell them that the Hub is open

- The Emergency Operations Centre may want to know:
 - The impacts of the emergency in your community.
 - Do you have power, phone or email?
 - Are roads blocked, or houses damaged?
 - Are there people injured or in need of help?
 - What further assistance you need.
- Only provide a brief summary of key issues to the EOC unless asked for more specifics.

Monitor communication channels while the Hub is open so no messages are missed

- This includes listening to broadcast radio to hear what public messaging is shared with the country or region.
- Keep a record of all incoming and outgoing messages – include the date and time. Include details such as who the message is from, the date and the time it was received.

Pass on all information received

- Pass on all information received to the Information Coordination Team.

Maintain contact with any groups out gathering information

- Talk to the Information Coordination team about how many groups are out, how you might be able to contact them, when they are due back, etc.



A contact list of people trained to operate the Civil Defence VHF Radio is in the Community Emergency Hub kit.

Facility Maintenance

Key Skills: Good organisational and problem solving skills

People will feel better about being there and asking for help if the place is tidy and organised.

Make sure the Hub is kept clean, tidy, and is safe to work in. It should be checked after every aftershock or any other environmental changes that might affect the safety of the building.

Facility Maintenance	Responsibilities of Facility Maintenance
<p>I am responsible for:</p> <ul style="list-style-type: none">▪ Ensuring the Centre is kept clean and tidy▪ Ensure the Centre is safe to work in▪ Checking the Centre after every after-shock; or any other environmental change that might impact on the building 	<ul style="list-style-type: none">▪ Use PPE (Personal Protection Equipment)▪ Clean up any hazards. (broken glass, debris) to reduce risk of people being injured.▪ Keep walkways and paths clear▪ Help find resources needed to help the Centre function▪ Set up a hygiene station for hand-washing▪ Arrange supplies of tea, coffee and water for Centre staff▪ Consider options for toilet facilities▪ Remember! Your safety is a priority. If you cannot do a task safely, don't do it.

Clean up any hazards – broken glass, debris, and rubbish to avoid people being injured. Where possible, use protective equipment to avoid injury.

- Keep paths and walkways clear.
- Help find resources to make the Hub run smoothly – tables and chairs and other useful equipment from the facility.
- Collect up general rubbish and make sure there are bins for disposal.
- Set up a hygiene station for hand-washing with a bucket of water with bleach/detergent/soap if better facilities are not available.
- Find or make a toilet facility.
- Make sure tea, coffee, and water are regularly refreshed for staff.
- Make the Hub weatherproof where possible.



If you come across any information that could affect the community, the running of the Community Emergency Hub, or the wider response to the emergency, pass it on to the Information Coordination Team.

4. Setting up the Emergency Hub

4.1 Overview

The most important component of a community hub is the people who run it. Every effective response to an emergency event is characterised by the same success factors, capable people working collaboratively and exercising good judgment. It's nice to have a wonderful, well-equipped facility to work from – and it certainly makes things easier. But even if you have the best facility in the world, you will struggle to provide an effective response without a good team of people providing leadership and coordination.

We are highlighting this point because it is so important. It is a mistake to focus your preparation efforts solely on identify a good building to base your community hub from; and developing a plan for the operation of the hub. Establishing a core team who can help lead the response effort in your neighborhood or community is the most important determinant in an effective response.

For those reasons it is important to invest time in identifying people in your community who have the personal attributes and skills to perform the various roles that make up the Community Hub team. Ideally you will have a number of people who can perform each role, as it is likely that some of your team will be personally affected by the emergency and unable to get to the Hub.

The role cards described in the previous section clearly communicate to others the role that person is performing – for example, *Hub Supervisor*. On the reverse side of the role card there is a list of key responsibilities and tasks, which serves as a useful reminder for the person perform the role.

4.2. Appointing a Hub Supervisor

When you set up the Hub, one of the most important roles to fill is that of the Hub Supervisor. Ideally, a number of people from your community will have been identified as Hub Supervisors before an event and one of those people will be able to immediately able to step into the role. If that is not the case, other members of the Hub team need to quickly identify someone who is skilled at leading and managing people; and ask them to step into that role.

The Hub Supervisor should include the whole team when making decisions and draw on the collective knowledge and wisdom of the group.

Keep in mind that for a number of reasons it might be appropriate to change the Hub Supervisor as the event progresses. The role of Hub Supervisor carries a lot of responsibility – it is demanding and tiring work. Consequently steps should be taken to ensure the Hub Supervisor is given the opportunity to take breaks; and adequate support is put in place, including finding a suitable experienced and capable person who can relieve for the Hub Supervisor.

4.3 Bringing everyone together

The Community Emergency Hub is a place where the community can coordinate their efforts to help each other during a disaster. **Before** you start setting up tables and notice boards, gather everyone together and talk about what you are actually there to do and achieve. This initial meeting is serves a number of very helpful purposes. Firstly, it helps people calm down and creates focus. Both of those things provide people with reassurance and a way forward – which are very important factors in helping people recover from an emergency event.

The initial team meeting will also provide clarity about who is doing what, and how the team can function well and support one another.

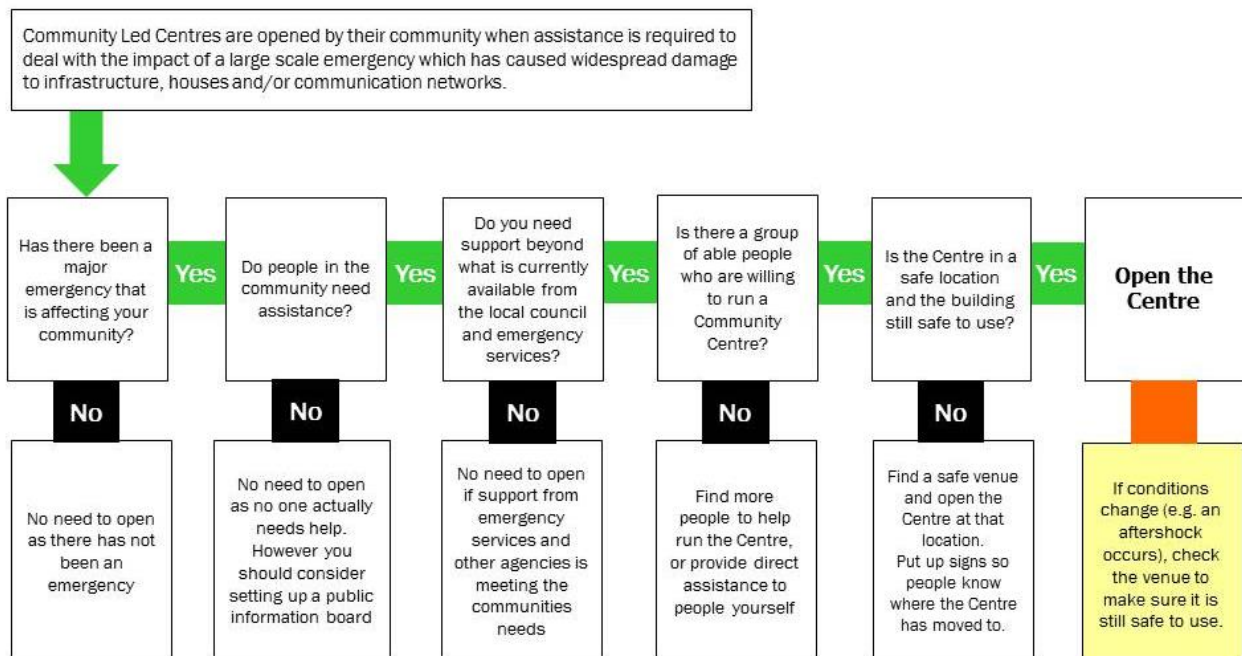
4.4. Ensure there is clarity about the role & function of the Hub

It is very important to ensure that everyone on the team has a very clear understanding of the role and function of the Hub. Maintaining that clarity is one of the key roles of the Hub Supervisor.

The main objectives for those working in a Community Emergency Hub are to:

- Provide information to the public so that the community knows how to help each other and stay safe.
- Understand what is happening by gathering information. (Situational Awareness)
- Solve problems using the resources and skills available in the community.
- Provide a safe gathering place for members of the community to support one another.

4.5 Decision making guide – when to open a Community Emergency Hub



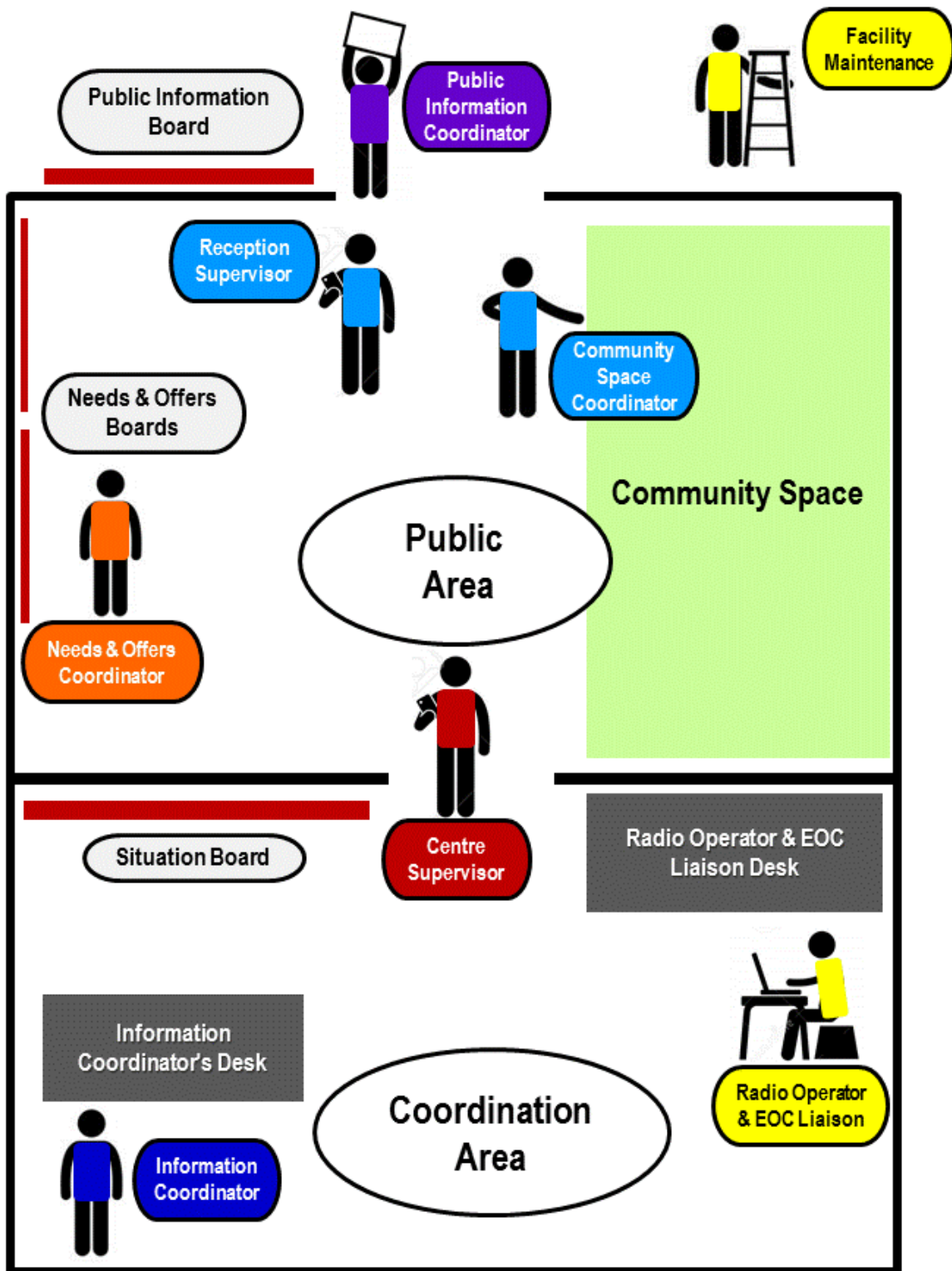
4.6. Setting up the Hub

Once you have assigned the roles and had the initial team meeting, the different Hub areas can be set up. Each role can focus on setting up their particular area. It may be more difficult to set-up some areas than others. So it is important to work as a team to make the best use of the facilities you have available. The two important areas to set up first are the *Public Information Board* and the *Coordination area*.


The Hub should be split into at least two areas. One area is for public access, the other should be restricted to Hub members only –as some of the information that will be discussed and displayed in that area might be sensitive. Both the radio operator and the situation board should be located in the restricted area.

A suggested plan for the layout/floor plan for a Community Emergency Hub is shown on the next page.

Generic Layout for Community Emergency Hub




4.7 Equipment needed for a Community Emergency Hub

	Community Emergency Hub Kit: which will contain a copy of this plan, role lanyards and vests, Hub signage, templates for SITREP (Situation Reports), stationary items, torches and a first aid kit.	<input type="checkbox"/>
	Notice Boards (Need to be moveable. You will need at least three – public information board, needs and offers board and information coordination board,)	<input type="checkbox"/>
	White Boards (at least two - preferably on wheels). One will be needed for operational planning and a second for the ‘situational board’	<input type="checkbox"/>
	Flip chart paper	<input type="checkbox"/>
	Note paper	<input type="checkbox"/>
	Alternative Power source. (e.g. generator).	<input type="checkbox"/>
	Radio Telephone programmed to Civil Defence channels (optional)	


4.8. Checklist for setting up the Hub

Make sure all roles are filled

	Hub Supervisor	<input type="checkbox"/>	Needs and Offers	<input type="checkbox"/>
	Reception Supervisor	<input type="checkbox"/>	Community Space	<input type="checkbox"/>
	Information Coordinator	<input type="checkbox"/>	Radio & Communications	<input type="checkbox"/>
	Public Information Coordinator	<input type="checkbox"/>	Facility Maintenance	<input type="checkbox"/>


	<i>People may have more than one role until others who are able to help arrive</i>
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Set up a Public Information Board


	Set up a noticeboard somewhere near the front of the Hub to display important information to the community.	<input type="checkbox"/>
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Ensure the Public Information Board is easy to see. Consider placing it outside if it can be protected from the weather.

Set up an area to collect 'Needs and Offers'

	Towards the front of the facility, set up display boards marked "Offers and Needs".	<input type="checkbox"/>
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Set up a Community Space

	Set up quiet space away from the information boards for people to rest, seek companionship, wait for assistance/information or a volunteer role.	<input type="checkbox"/>
	Make sure that the space is accessible to people with mobility impairments and has some seating.	<input type="checkbox"/>


The Community Space could be in a separate room. If there are a lot of people around, try and figure out why they are hanging out and find an appropriate space for them.

Set up a toileting and hygiene station


	Establish a washing area.	<input type="checkbox"/>
	Find or make a toilet facility	<input type="checkbox"/>

	Ask neighbouring houses and/or local businesses to borrow any tools and any cleaning materials you might need.	
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Set up an area for Information Coordination (Not for public access)

	The purpose of the coordination area is to process and analyse information and provide an area where members of the Hub team can be briefed and kept up-to date. Establish a situation board. The situation board should be placed out of the view of the public as some of the information on the board might be sensitive.	<input type="checkbox"/>
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Set up a Situation Board (Not for public access)

	The <i>Situation Board</i> is used to provide an up-to-date overview of the situation. It also provides a record of actions that have been taken, tasks that have been assigned and tasks that still need to be done. It is the role of the Information Coordinator to assess, verify and distributes important information for both the Public Information Board in the Hub; and Emergency Operations Centre	<input type="checkbox"/>
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Some information in the Coordination area could be sensitive, find a quiet space away from the general public (perhaps in an adjacent room)

Set up an area for communications (Not for public access)

	Establish a quiet space close to the Coordination area for telephone or VHF radio communications.	<input type="checkbox"/>
	If there is no electricity, find a car battery or alternate power source, such as a generator	<input type="checkbox"/>

5. Opening the Hub

Preliminary checks of the Hub site



For your safety, always work with at least one other person



Before approaching the Hub building, check that the environment around the Hub is safe



Are there any potential hazards that present a health and safety risk?



Flooding or slips that threaten the facility?



Fires?



Smell of gas or sewerage?



Exposed electrical wires?



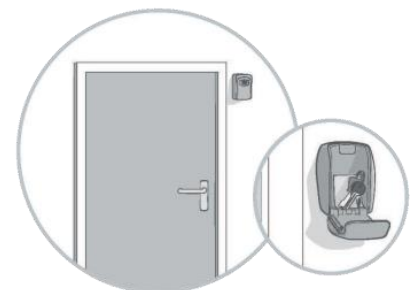
Is the facility safe from a tsunami?



If the area is not safe, find another location. Leave a note (and/or a big sign) to say where you are relocating to, and why, to help keep others from harm. It could be written on a footpath in chalk, or left somewhere visible near the entrance to the building.

Locate keys

- The keys to the Hub will be in a lock-box at the facility.
- The lock-box holds the facility key, alarm code (if applicable)
- Other people in the community may have keys for the facility, such as the building owner, facility and/or neighbours.



Check the building is safe

- Check both the outside and inside of the facility to make sure it is safe to use. Check for structural damage.
- When you get inside, look for hazards that might not have been visible from outside the buildings.



If there are any concerns, find another location. Leave a note to say where you are relocating to, and why, to help keep others from harm, it could be written on a footpath in chalk or left somewhere visible on a building.

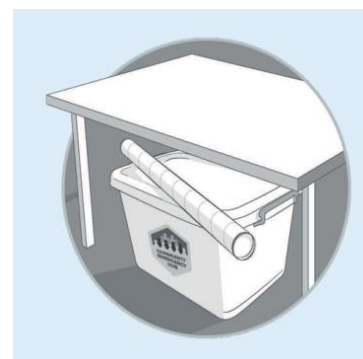
Locate the Community Emergency Kit

The Hub Emergency Kit will be located in a marked box inside the facility. You are looking for a plastic tub and a cardboard tube.

If the kit is damaged or you cannot get to it safely, find alternative or additional equipment from within your community.

The Hub kit contains:

- A copy of this guide
- Role Lanyards
- Stationary items
- AM/FM radio
- Maps




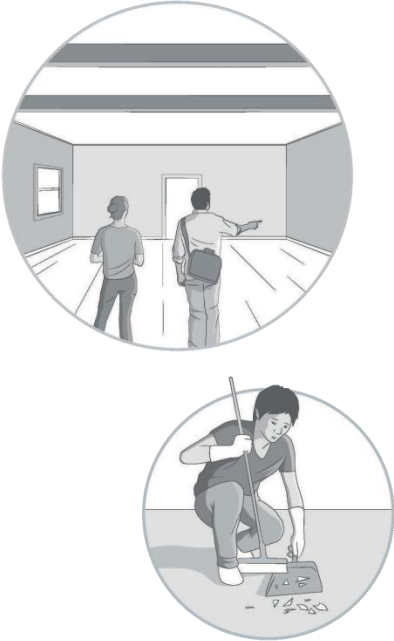



Identify a safe working space

Keep in mind:

- The facility needs to be easily accessible. Keep in mind that some people may be in wheelchairs, have buggies/pushchairs, or have limited mobility.
- The Hub may need to increase or decrease in size during the time it is open, depending on the community's needs.
- Consider options for enlarging the Hub. For example, Is there a place nearby with extra rooms or additional buildings if extra space is required.
- Ideally the radio telephone should be situated in a quiet room away from the public.

Clean up and Preparation

	Tidy up the rooms you plan to use to make them safe to work in.	<input type="checkbox"/>
	Clean up rubbish and broken items	<input type="checkbox"/>

<p> Move furniture to free up space <input type="checkbox"/></p>	
<p> Secure any items that might fall in aftershocks <input type="checkbox"/></p>	
<p> Ensure the space is accessible by everyone, keep walkways clear and consider those with mobility and visual difficulties.</p>	
<p> If more people come to the Hub while you are setting up, encourage them to help, if they can.</p>	

6. Managing a Community Response Hub

6.1 Ideas and Solutions for the Challenges you may face

The purpose of this section of Guide is to provide some prompts, ideas and potential local resources for assisting with the common needs of a community after an emergency, including:

- Checking on who and what has been affected
- Medical assistance
- Shelter
- Water
- Sanitation

If your neighbourhood or community has a 'Community Response Plan', you should read through that plan as it will provide useful information about local resources and contacts. However, as it is impossible to prepare for every contingency, the following prompts are intended to assist in the problem solving process.

6.2 Life-threatening situations

- ***Help if you can, but do not put yourself in unnecessary danger to save someone else. You don't want to become a casualty too.***
- **Contact the emergency services by calling 111 in all life-threatening situations.** Sometimes all you can do is keep other people from being harmed. Let people know that there is a hazard, and keep other people away from the hazard if you are able. This may include helping people evacuate an area.
- Report back to the Community Emergency Hub:
 - What the problem is.
 - What you have done.
 - What still needs to be done, if anything.
- Information about life-threatening situations should be reported to emergency services immediately. Call 111.

6.3 Local resources & Vulnerabilities

- Brainstorm a list of local group and networks that could be called upon to assist
- What local places and spaces could be useful?
- Brainstorm a list of local vulnerabilities. For example, '*the community will be isolated if x bridge fails. Can anything be done to mitigate that risk?*'

6.4 Checking on people and damage

Everyone in the community should be checked on after an emergency – whether it's for rescue and medical assistance, or just basic support and information.

- Contact everyone in the community as soon as possible.
- Record and report information on people and damage back to the Hub.
- Regularly check everyone in the days following the event as people's circumstances may change.



How can you make sure that everywhere has been checked?

- Start with known affected areas or groups that might need extra assistance.
- Draw on sources of local knowledge such as Neighbourhood Support.
- Coordinate a street-by-street, house-by-house check. Use the area maps in the Hub kit
- Record any information on the impact to the community. For example, status of roads, building damage, and peoples unresolved needs.

Consider:

- Who might be available to walk around the community to check on people and look for damage?
- Where should you check first?
- How might you coordinate this activity?

Staying in contact with people should be done frequently, as people's circumstances can change after an event.

If you can't give someone immediate assistance, collect information about their needs and bring that back to the Hub. See if you can find an answer to their needs with the resources available in your community

6.5 Medical Assistance

If someone requires urgent medical assistance – call 111.

If emergency services cannot access your area, or are otherwise unavailable:

- Identify and coordinate community resources that can be used to assist and treat the injured.
- Identify and check on people with day-to-day medical needs.
- Direct the community to medical providers that are known to be open.
- Identify and coordinate people in the community with medical skills who can help

Considerations:

- Where are the nearest medical providers?
- Where else could we access medical assistance of the above facilities are not available?
- Where can we get extra supplies?
- How might we transport people to medical facilities if required?



○ **In all life-threatening situations, attempt to contact the emergency services by calling 111.**

- Injured and sick people should go to the nearest open medical centre first.
- People with first aid skills should go to their nearest open medical centre or go to the Hub.
- Check on your neighbours and people you know to have health issues or disabilities.
- Look after your hygiene – wear gloves when touching body fluids.



- Find out if the local medical providers are open and operational so that you can let the community know where to go.

	<ul style="list-style-type: none"> ○ Coordinate transportation for those who are in need and cannot get to the medical centre.
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6.6 Shelter


Ensure everyone in our community has somewhere safe and comfortable to stay.

- The Community Emergency Hub is a place where people can shelter from the weather and wait for friends and family. However the Hub should **not** be used as a temporary living space for people. It's purpose is simply to act as a gathering point until appropriate services can be accessed or arranged.
- If people have become displaced and are unable to stay with friends or family assistance should be sought from the EOC (Emergency Operations Hub).

Considerations:

- Who could help make people's homes safe, weather proof and comfortable?
- What open spaces could accommodate temporary shelter? (e.g. encouraging people to put up a tent in their own backyard).
- Where can we get resources to make repairs?
- What facilities could be used for temporary shelter if people can't stay at homes or with friends?
- Where could we get bedding and clothing supplies to keep people warm and comfortable?

	<ul style="list-style-type: none"> ○ Small repairs may make homes safe enough to stay in. ○ If people need to leave their homes, encourage them to take copies of important documents, their medication (if they need it), warm clothes, comfortable shoes and consider infants and pets. ○ Encourage people to stay with friends or family if possible. ○ People may find themselves displaced and in need of accommodation. They should be referred to the Emergency Operations Centre..
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	<ul style="list-style-type: none"> ○ Many people will be able to stay in their own homes, and this is the best option as people are much more comfortable in a home environment. ○ You may have visitors to your community who don't live locally – commuters, shoppers, employees etc. These are the people most likely to need accommodation in your community. ○ Encourage people to stay with friends and family. ○ Don't wait for the perfect solution, shelter from the weather is a priority over comfort. Bad weather means the need for shelter is much more urgent than on a warm sunny day. ○ Advise the EOC (Emergency Operations Centre) via the Hub radio operator of the number of people who need accommodation.
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6.7 Water

Our community has access to clean water for drinking and water for cooking and hygiene purposes.

- Ensure everyone knows how to treat drinking water.
- Coordinate community water sources for drinking, cooking and hygiene.
- Arrange a place in the community where water can be distributed if needed.

Considerations:

- Where can we find drinking water?
- Where can we find water for washing and cleaning?
- What water supplies should be avoided or need treatment before drinking?
- What places would be good distribution points?
- How do we get water to people who are unable to leave their homes?



During a disaster water supply may be affected. This can lead to serious health issues.

Some facilities and community Hubs have large water tanks installed. If there is one in your community check to see what their plan is for using the water.



- Local streams and open bodies of water are not reliable sources of clean water. Chemical pollution and heavy metal contamination is not removed by boiling water or adding bleach.
- Treat any non-bottled water. Boil it if you can, if not use bleach to treat.
- **Best Choice is to boil.** Boiling water will kill most types of disease-causing organisms. If water is cloudy, filter it through a clean cloth. Boil water for one minute, let it cool, and store it in clean containers with covers.
- **if you can't boil: add bleach.** Bleach will kill mossy (not all) types of disease-causing organisms. Just like boiling, filter cloudy water through a clean cloth first. Use only regular, unscented, liquid household bleach such as *Cloro-gene* or Budget Bleach (plain). Add two drops of bleach per litre of water. Stir well, let it stand for 30 minutes before using, then store in clean containers with covers..

6.8 Food

Making sure that people in our community have enough food.

- Encourage people to share food with those who don't have access to it.
- Organise a way to feed large groups of people who are displaced or do not have food of their own.
- Coordinate food supplies in the community.

Considerations:

- What food suppliers and providers are there?
- How could we organise to feed large groups of people?
- Where else could we find food?
- Where can we get cooking and catering supplies?
- How do we get food to people who are unable to leave their homes?



Assist with coordination of food supplies in the community where necessary. Encourage people to share food with those who don't have access to it. Tell people to use foods in the refrigerator first, then those in the freezer, and finally dry goods from the pantry.

Pool community resources to feed everyone

- Street BBQs.
- Have places where excess food can be coordinated from.

6.9 Sanitation

Ensure everyone has access to an appropriate place to go to the toilet.

- Organise long drops throughout the community and in locations close to groups who might not have the ability to organise one themselves.
- Identify and source sanitation supplies and tools from within your community to build emergency toilets.
- Identify and coordinate people who can help dig or build toilet facilities.
- Identify a suitable space for a long drop toilet at the Hub



- Wash your hands regularly – use hand sanitiser, boiled water with soap or gloves if clean water is unavailable.
- Could you organise long drops throughout the community and close to groups who might not have the ability to organise one themselves?
- Where are suitable locations for facilities that won't cause problems?
- Could you build a private space for a long drop toilet at the Community Emergency Hub or other open space?
- When digging a long drop dig a hole up to one metre deep and 30 to 40 cm wide. After each use, cover the waste with soil or other mulch. When the hole is full to about 30cm below the surface, fill with soil and dig a new long drop.
- Alternatively, use a two bucket system – one for liquids and one for solid waste. Mix with sawdust. Can be used indoors and then emptied in a hole in the ground.

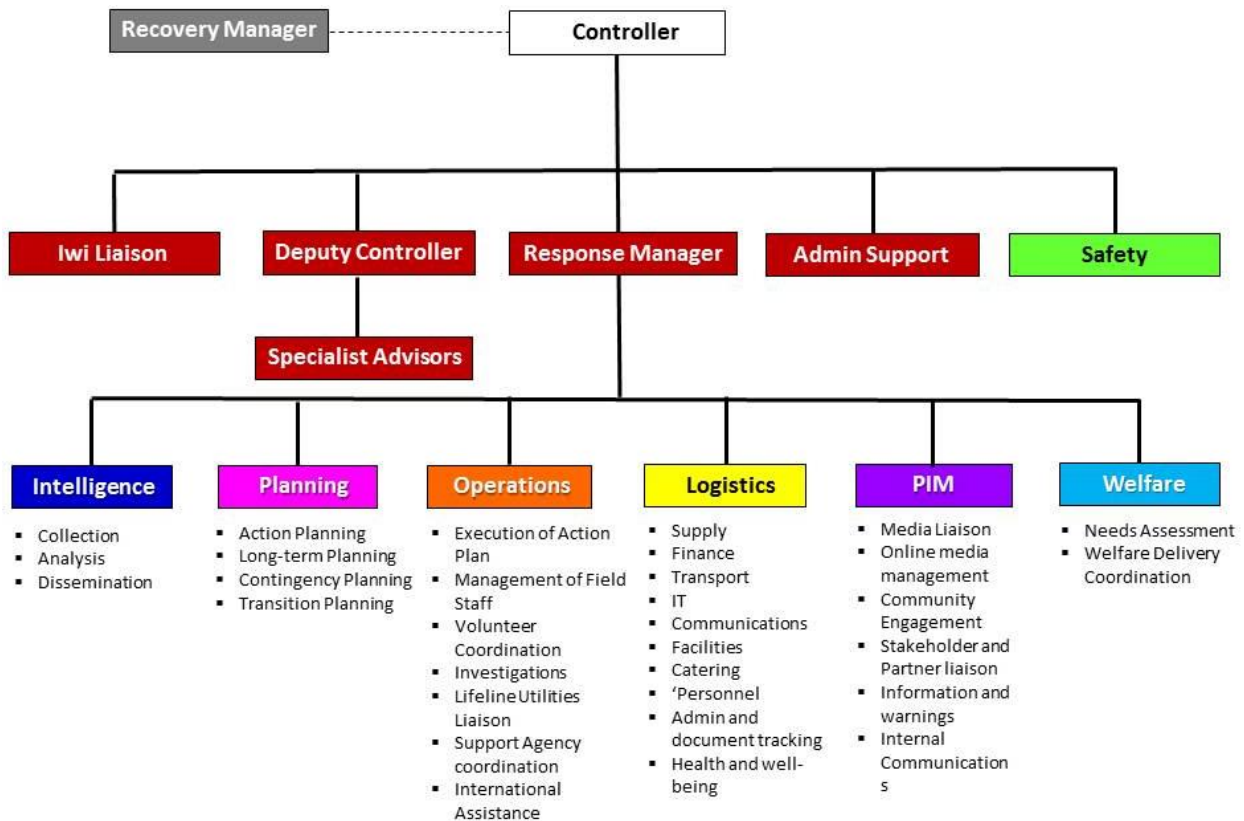
Appendix A

CIMS Organisational Structure

For more than 20 years the Coordinated Incident Management System (CIMS) has been the primary organisational framework used by emergency management agencies in New Zealand. It is very similar to systems used in both North America and Australia.

The CIMS framework is highly adaptable and can be used for small scale events as well as national emergencies. The purpose of CIMS is to enable people to respond effectively to incidents through appropriate coordination across functions and organisations. The CIMS Model establishes common structures, functions and terminology in a framework that is flexible, modular, and scalable – and can therefore be tailored to specific circumstances.

The chart below shows the standard CIMS structure for a local event.



Community Hub Role	CIMS Equivalent
Hub Supervisor	Response Manager
Reception Supervisor	Welfare Team
Information Coordination (internal)	Intelligence Team
Public Information coordinator (external)	PIM (Public Information Manager)
Needs and Offers	Operations team
Community Space coordinator	Welfare Team
Radio Operator and EOC Liaison	Logistics Team
Facility Maintenance	Logistics Team

Appendix B

Roles of other agencies in an Emergency

New Zealand Police

During an emergency, Police across the region will focus on assessing the situation and will be tasked by their Central Communications Centre.

FENZ (Fire and Emergency New Zealand)

The focus of the Fire Service after a significant earthquake will be lifesaving activities and suppression of fire, as allowed by limited water supply.

Emergency Management

The focus of Emergency Management after a significant event will be coordinating the response from an Emergency Operations Centre, Emergency Coordination Centre (at the regional level) and (at a national level) at the National Crisis and Management Centre. Your first port of call should be to your local EOC. (A contact list is in your Community Emergency Hub kit).

Supermarkets

Supermarkets are likely to be closed immediately after an earthquake due to the mess and danger caused by stock falling from shelves. They may make available whatever supplies they can, in coordination with the Hub to make sure these resources are efficiently used.

Medical Centres and Hospitals

People needing medical assistance, and anyone able to assist in the provision of medical assistance should go to their nearest medical centre, not the hospital.

Each hospital has their current patients to look after, as well as the most severely injured following an emergency event. The medical centre will assess who needs to go to the hospital, if they can get there.

Appendix C

Recovery

Thinking about long-term recovery

It is not unusual for people working in a *Community Emergency Hub* to find themselves using leadership and problem solving skills they may not have thought they had. An emergency event will challenge you and others in your community to manage and resolve a wide variety of issues. In some cases they will involve matters you had never considered or confronted before. One of the consistent learnings gleaned from community responses to emergencies all around the world is that people often surprise themselves with both their level of resilience and ability to problem-solve new and unfamiliar problems.

Once you have worked through the initial response to an emergency event, your mind will naturally begin to ponder what comes next. It is at this point you need to begin considering a process known as 'recovery'. The 'recovery' phase includes thinking about how will your community will continue to work together and support one another.

Many communities throughout the world, from Christchurch in New Zealand, to New Orleans in the United States, to Tohoku in Japan, have gone through major disasters. The communities that have been pro-active, worked together and supported one another are the ones that have consistently achieved better outcomes after an event.

An important thing to remember is that an effective recovery does not necessarily restoring everything to the way it was before. Undoubtedly there will be some things that you will want to repair an/or re-build. But the recovery phase includes thinking about how you can do things better and perhaps even improve on the facilities you had before the event. A healthy recovery also sometimes involves thinking about things that should be 'let go'.

What can our community do to help each other through the recovery?

There are two general elements to recovery:

- One is remediating the damaged homes, buildings, roads and other infrastructure.
- The other is helping people work through the psychological stress of the event.
- **Stay connected.** Maintaining your existing relationships and those you have formed during the response is important for the community's recovery. Some people may be evacuated, or may be living temporarily outside the community. Strive to help keep everyone connected and informed. Set up phone trees, social media groups (Facebook pages) and email chains. Meeting people in person is one of the best ways of staying connected and providing support.
- **Work together.** The drive to work together is often high at the start of a disaster when priorities are centred on meeting basic common needs. Keeping this positive energy alive through the recovery process will take a more concerted effort – sharing stories of the community's successes and challenges may help do just that. Consider how the community can continue to share knowledge and creativity as challenges change from just responding to what's in front of you, to proactively rebuilding the kind of community that you want to live and thrive in.
- **Speak with a common voice.** Getting your community's message heard by local government and organisations that may contribute resources to help rebuild is a challenge. Look for common goals that meet the needs of many community members. Just as importantly, your community's voice can be strong and inclusive of different needs. A *one-*

size-fits-all approach won't work. An important factor to keep in mind is communicating a clear message that community needs will always be diverse.

- **Talk about wellbeing.** During and after a disaster it is natural to experience different and strong emotions. Give yourself time to adjust and connect with family, friends and others who were affected in your community. Take care of yourself and each other, while respecting that people's needs will vary. Everyone may deal with challenges in different ways, but no matter what, remember it's ok to seek help. Re-establishing routines and engaging in healthy behaviours can help to enhance your ability to cope.

There is no perfect answer to how your community will tackle recovery. Staying organised and proactive through recovery may not happen in the Community Emergency Hub itself especially if it's located in a place that needs to return to its business-as-usual function. Whatever the form and place, it is the connections made, the shared experiences, and people being active in the community that will make it possible to adapt and rebuild stronger than ever.

Recovery will present challenges. Strong communities face them together.

Building Personal Resilience

The American Psychological Association has published a guide to developing individual resilience ('Road to Resilience'). The guide sets out 10 steps that anyone can use to develop greater resilience.

1. **Make connections.** Good relationships with close family members, friends or others are important. Accepting help and support from those who care about you and will listen to you strengthens resilience. Some people find that being active in civic groups, faith-based organizations, or other local groups provides social support and can help with reclaiming hope. Assisting others in their time of need also can benefit the helper.
2. **Refuse to see crises as insurmountable problems.** You can't change the fact that highly stressful events happen, but you can change how you interpret and respond to these events. Try looking beyond the present to how future circumstances may be a little better. Note any subtle ways in which you might already feel somewhat better as you deal with difficult situations.
3. **Accept that change is a part of living.** Certain goals may no longer be attainable as a result of adverse situations. Accepting circumstances that cannot be changed can help you focus on circumstances that you can alter.
4. **Move toward your goals.** Develop some realistic goals. Do something regularly — even if it seems like a small accomplishment — that enables you to move toward your goals. Instead of focusing on tasks that seem unachievable, ask yourself, "*What's one thing I know I can accomplish today that helps me move in the direction I want to go?*"
5. **Take decisive actions.** Act on adverse situations as much as you can. Take decisive actions, rather than detaching completely from problems and stresses and wishing they would just go away.
6. **Look for opportunities for self-discovery.** People often learn something about themselves and may find that they have grown in some respect as a result of their struggle with loss. Many people who have experienced tragedies and hardship have reported better relationships, greater sense of strength even while feeling vulnerable, increased sense of self-worth, a more developed spirituality and heightened appreciation for life.

7. **Nurture a positive view of yourself.** Developing confidence in your ability to solve problems and trusting your instincts helps build resilience.
8. **Keep things in perspective.** Even when facing very painful events, try to consider the stressful situation in a broader context and keep a long-term perspective. Avoid blowing the event out of proportion.
9. **Maintain a hopeful outlook.** An optimistic outlook enables you to expect that good things will happen in your life. Try visualizing what you want, rather than worrying about what you fear.
10. **Take care of yourself.** Pay attention to your own needs and feelings. Engage in activities that you enjoy and find relaxing. Exercise regularly. Taking care of yourself helps to keep your mind and body primed to deal with situations that require resilience.

The above list is not exhaustive. There are many tools and techniques that people find helpful in building resilience. For example, some people find writing about their experiences and feelings therapeutic. Others find strength in meditation, prayer and other spiritual practices that help build connections and restore hope. The key is to identify 'what works for you'.